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## Deployment Plan

15 April 2002

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## **Executive Summary**

The Defense Travel System (DTS) is envisioned to be a seamless, paperless, temporary duty travel system that meets the needs of individual travelers, force commanders, and all process owners associated with official Department of Defense (DoD) temporary travel. The system will reduce administrative costs to the government, support defense mission requirements, and provide superior customer service to the traveler and to the command. The DTS provides travel management services for official DoD business travelers. From a functional user's perspective, the DTS is comprised of the travel management services provided by a Travel Management Services Contractor and supported by an automated Common User Interface (CUI) for official travel. The DTS will provide the means to make arrangements for transportation and lodging, determine the availability of government-provided messing, calculate a "should cost" estimate for the trip, authorize the trip based on mission requirements, facilitate ticketing, to perform budget module functions, and facilitate payments for traveler claims.

The requirements referenced in this document describe in general terms the required resources needed for successful system implementation. It provides information on minimum hardware requirements for personal computers at the sites for each DTS configuration (web, client server, Telnet), and describes how the validation schedule for the Defense Accounting and Disbursement Systems (DADS) will be taken into consideration.

The Project Management Office-Defense Travel System (PMO-DTS)/TRW team is planning a staggered fielding approach. Phase I of the deployment will consist of ten pilot sites within the Air Force, Army, Navy, Marine Corps, and Defense Agencies (Agencies). Phase II will be the deployment of the DTS to the Services and Agencies Primary sites, approximately 270, which either process a high volume of travel, have a large population, or are preferred by the Services and Agencies. Phases I and II will be conducted with the assistance of the PMO-DTS/TRW Fielding Teams. Phase III will include the remaining DoD sites. The Services and Agencies will bear most of the responsibility for fielding DTS in Phase III. This phased approach will allow the PMO-DTS/TRW team and DoD to concentrate on the Primary sites and ensure DTS is operating at full capacity at these sites prior to implementing DoD wide. All three phases may be conducted concurrently once Phase I has started.

The PMO-DTS/TRW Fielding Team has developed a training strategy for DTS. The classes offered are Defense Travel Administration (DTA), Help Desk Training, and Authorizing Official/Traveler Training, and Train the Trainer (TTT).

In order for DTS to be a success at each site, several decisions regarding organizational setup need to be made. In addition, the success of each installation depends on the readiness and diligence of planners and other participants in the site customization process. A team of key local personnel at each site will work with the PMO-DTS/TRW and Service and Agency personnel to gather the required data to field DTS at their site. The data is gathered during several meetings during which they determine the users, the electronic routing, and the document access controls within the installation. This data gathering and loading must occur at each site prior to DTS being used at the site.

A site's DTS fielding will be determined successfully complete when the system is installed and setup, and travelers begin processing travel through the DTS. Successful fielding will also include completion of designated user training and establishment of help desk procedures. In addition to the PMO-DTS assisting with establishing the help desk procedures at each site, TRW will manage a centralized help desk for Authorized Callers to contact if they cannot solve the issue at the site level.

# 1.0 Introduction

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The Defense Travel System is the product of the DoD Temporary Duty (TDY) Travel Reengineering Initiative. The design of the DTS delivers a fair and equitable travel system that will:

- Meet operational requirements
- Improve service to the customers of the DoD.
- Reduce overall government costs

The system is projected to be fielded to all Phase I (Pilot) and Phase II (Primary) sites by the end of Fiscal Year (FY) 2006. By that time, most traditional travel computation systems and the Service-unique commercial travel contracts used in temporary additional duty (TAD) or TDY travel will have been phased out.

## 1.1 Scope and Purpose

The Deployment Plan outlines the essential elements of the fielding process of the DTS. This document describes the baseline for what the DTS is from a high level perspective and who is responsible for specified deployment/fielding actions, and who provides which resources. The plan relies heavily on performing well-coordinated tasks and actions prior to actual onsite fielding.

This plan describes the process of fielding the system to Military Service and Defense Agency users worldwide by the end of FY 2006. The PMO-DTS, the system contractor, and Service and Agency representatives have unified and coordinated their efforts to produce the Deployment Plan. It also includes steps necessary to interface with supporting logistic, administrative, security [Defense Information Systems Agency (DISA)] and financial organizations. Acquisition for follow-on travel management Services is covered by other plans.

This plan is not a stand-alone document; rather it serves as the base document from which more detailed Service, Agency and site fielding plans may be designed. The *Site Fielding Guide* is a system fielding task/checklist, which can be found on the PMO-DTS website listed in [Appendix 5: References](#). The checklist is generic and is not all-inclusive and will have to be tailored to meet specific Service or Agency and/or site requirements. This list is offered as guidance and is not intended to be all-inclusive. When appropriate, actions included in the checklists should be performed concurrently instead of waiting to be done in sequence.

The scheduling of site deployments is based on “best return on investment” and the availability of interfaces to supporting systems. As a result, during Phase II, the system will be fielded starting at designated Service and Agency sites that clearly generate the highest volume of travel or meet other Service and Agency criteria. Every effort has been made to identify and consider all internal and external factors impacting the site fielding of this system. The scheduled testing of the Defense Accounting and Disbursing Systems (DADS), Common Access Card (CAC) fielding, individual Service and Agency requirements [such as the Navy/Marine Corps Intranet (NMCI)], Commercial Travel Office (CTO) contracts, and base infrastructure assessments are all taken into consideration. Other activities that may affect site deployment are availability of training, fielding, and business process analysis personnel. Scheduled events are the result of a variety of constraints and are, therefore, subject to change.

The plan is not designed to revisit information on system design or operations that other documents address in greater detail. The reader will benefit most when the plan is used in conjunction with information and documentation contained on the PMO-DTS and TRW websites. The PMO-DTS website is <http://www.dtic.mil/travelink> and the TRW website is <http://www.defensetravel.com/>.

## **1.2 Overall Deployment Concept**

The DTS will be fielded throughout the DoD in three phases that can be concurrent. Phase I consists of fielding DTS to ten pilot sites that represent each of the DoD Service and Agency installations. Phase II is directed at fielding DTS to DoD installations that generate the highest volume of travel or other Service and Agency related criteria. These sites will be supported by the PMO-DTS upon request, and will be assisted with their fielding of DTS by the PMO-DTS/TRW Fielding Teams. Phase III is directed at fielding the DTS to the remaining sites that the Services and Agencies have designated as critical to their fielding plan. It is the responsibility of the Services and Agencies to support the deployment of DTS to include funding of all required fielding activities for Phase III sites. Services and Agencies will be able to purchase additional support from TRW through the DTS contract as needed.

The PMO-DTS encourages each site to include tenant organizations in the fielding process. Support activities, such as DECA, DLA, NIMA, or associated military organizations, are often located as tenants on larger installations. Each of these organizations is limited

## **1.3 Acronyms**

A list of terms, abbreviations, and acronyms, including those unique to this document, are included as [Appendix I: Acronyms](#).

## **1.4 Deployment Plan Point of Contact**

Questions or comments concerning this deployment plan should be directed to the:

Project Management Office - Defense Travel System:  
ATTN: Fielding Branch Chief,  
Crystal Square 4, Suite 100,  
1745 Jefferson Davis Highway,  
Arlington, VA 22202-3402,  
Commercial (703) 607-1498 ext 115 or Defense Switching Network (DSN) at 327-1498 ext 115,  
or by email at [pmodts@osd.pentagon.mil](mailto:pmodts@osd.pentagon.mil) .

## 2.0 System Requirements

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DTS-Full is being deployed in three modes: client server, web enabled, and Telnet. The PMO-DTS is recommending that sites deploy the web mode. A site may use any combination of the three modes it feels necessary to complete the mission. In each mode, users from all locations will connect to the same DTS Common User Interface (CUI) in Fair Lakes, Virginia, where DTS transactions are processed and all data is stored.

Each site must comply with the recommended specifications for hardware needed to support DTS on the site network and end-user level. This is found in [Appendix 2: DTS Site Survey/Checklists Forms](#). Each site is responsible for providing hardware and software identified in [Appendix 2: DTS Site Survey/Checklists Forms](#), Part B. The site is also responsible for requesting and maintaining the appropriate security measures [Common Access Card (CAC), Local Registration Authority (LRA), digital signature, etc.] for the users who access DTS.

In addition to the proper hardware, there are security requirements that need to be in place prior to being able to use DTS on-site. The system will not function without an operational Public Key Infrastructure (PKI) capability in place. In addition to security requirements, there are also several interfaces that should be tested prior to using DTS. Though DTS will function without the interface connectivity, the full benefit of the system will not be appreciated.

### 2.1 Security

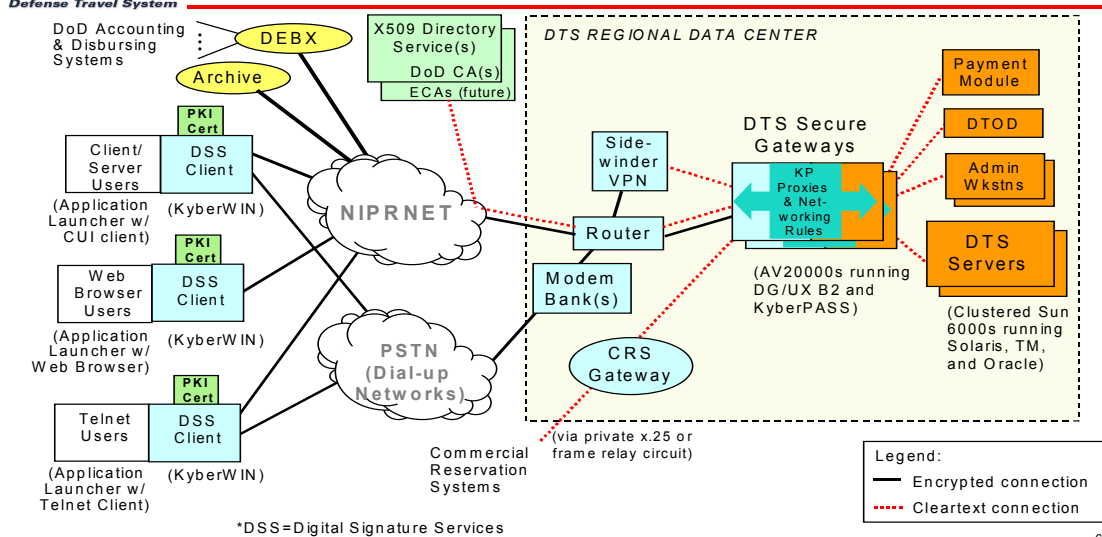
Each site is responsible for the appointment of a Designated Approving Authority (DAA) and site level certification as directed in DoD Instruction 5200.40, DoD Information Technology Security Certification and Accreditation Process (DITSCAP). The DTS contractor will provide the Security Features Users Guide and the required training to all DTA members. The site is responsible for processing and maintaining user access privileges to DTS. In addition, the site is responsible for implementing and maintaining the appropriate security measures (CAC, LRA, digital signature, etc.) for their users who access DTS.

System security is always a primary concern for DoD systems, and DTS has been designed to protect users and to maintain the integrity of the data. When a traveler logs on to the CUI, secure session is initiated using DoD approved encryption guidelines and requirements. The encryption prevents outside sources from viewing Defense Travel System data. The Defense Travel System allows Travelers and Authorizing Officials to use digital signatures on travel documents in accordance with DoD policy. The Defense Travel System has implemented a Single Port Solution to accommodate communication between the DTS client and server applications to minimize security risks on the base, post, or station local area network (LAN).

The PMO-DTS has been assigned port 31017 by the DoD Military Communication and Electronics Board (MCEB). Opening this port will not interfere with basic network services and can be securely controlled by the installation's System Administrators. On the client side, within the firewall, the client would initiate a secure session with the DTS Secure Gateway, which establishes an encrypted link with the client; no sessions can be initiated from the Secure Gateway to the client. The site is responsible for configuring their firewall to open the DTS port to the destination IP address of the CUI. Using this concept, the network administrator can restrict travel information going to and coming from the CUI as a trusted environment.



## Top Level DTS Security Architecture



### 2.1.1 Public Key Infrastructure (PKI)/Common Access Card (CAC)

DoD Public-key infrastructure (PKI) is the combination of software, encryption technologies, and services that enables DoD Organizations to protect the security of their communications and business transactions on an open network. The primary purpose of the DoD PKI is to provide individual users public key certificates. A typical DoD Organization's PKI implementation encompasses the issuance of digital certificates to individual users and servers, end-user enrollment software, integration with corporate certificate directories, tools for managing, renewing, and revoking certificates, and related services and support.

PKI technology has been accepted as suitable replacements for “wet” signatures on documents and has made digital documents with digital signatures equivalent with paper documents with hand written signatures. In PKI, that encrypted file is put on a computer diskette that is assigned to a user. Computer systems are enabled to read the disk and verify the user and the user's permissions.

The DoD is migrating to a multi-purpose 'smart card' that uses PKI certificates for secure identification. This smart card, also known as CAC, will be used as a DoD ID card, for access control on secure computer systems, and other functions. Because CAC is a smart card, and not a computer diskette, it requires special middleware to access the card and to read the card. In order for CAC to be operational at an installation, computers on the installation will need CAC readers and middleware (hardware and software).

It will be up to the site to ensure that all its DTS users are PKI registered. Policy dictates that digital signatures are necessary to access and use DTS. Digital signatures are required to access the common user interface and request travel services. Digital signatures are also used by the AO to authorize travel, by the traveler to submit actual travel expenses, by the AO to approve the travel voucher for payment, and by the transportation officer (TO) to approve payments for invoices on centrally billed accounts.

Digital signatures will be obtained from an installation's/entity's Local Registration Authority (LRA), who is connected to the DoD PKI, in the case of CAC, a Verifying Official (VO) will create, load, and issue the CACs. The DoD PKI is the responsibility of the National Security Agency with support from DISA. Software used by the DoD PKI complies with the Federal Information Protocol Standards 140-1.



The National Institute of Standards and Technology developed these standards for the PKI medium business assurance level.

It is imperative that the Chief Information Officer (CIO) at each site, in coordination with the appropriate Service and Agency personnel, define whether PKI diskette or CAC will be used site-wide prior to DTS fielding. Additionally, all computers that will have DTS must be configured for a PKI diskette or a CAC. The fielding team will not install DTS on any computer that does not have the capability to use PKI diskette or CAC. More details related to security Guidance and responsibilities for the DTS security management is available in the *DTS System Security Concept of Operations Version 2.0*, dated July 30, 2000 and the *DTS Security Policy*. The location of these documents is listed in *Appendix 5: References*.

## **2.2 Defense Accounting and Disbursing (DADS) Interfaces**

The DADS consist of accounting, disbursing, and vendor payment systems. These systems form an integral part of DTS, providing the financial component of the system. The accounting systems verify Lines of Accounting (LOA) and obligate funding. The disbursing system reimburses the traveler for travel expenditures, while the vendor pay systems verify and validate the Centrally Billed Account (CBA) invoices to enable the disbursing systems to pay the CBA or government charge card vendor invoices.

The DADS vary by Service, sometimes by major command within a Service. In order to develop a realistic deployment schedule, the PMO-DTS in conjunction with the Services and Agencies should:

- a) Identify the sites, organizations, and tenants where DTS will be deployed
- b) Identify all systems that interface with DTS at the site (including tenant activities)
- c) Determine the status of the interface between DTS and the supporting DADS
- d) Identify the testing timeline and be aware of the status of all validation tests for DTS interfaces at each site
- e) Identify all data necessary to activate the DADS, including
  - a. fiscal station number (FSN), authorizing account activity (AAA), or accounting and disbursing station number (ADSN) (varies by service)
  - b. DFAS field location

The PMO-DTS will coordinate with DFAS and DISA to ensure that DADS connectivity to the CUI is ready in time to test the DTS at the site.

## 3.0 DTS Fielding Process

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As stated in the overall deployment concept, the fielding of DTS will be conducted as a phased fielding approach. Individual site schedules are dependent on local limitations, such as DADS testing, the result of base infrastructure assessments, etc. The DTS fielding is a cooperative effort between the Service and Agency representatives, on-site Fielding Teams including the site Point of Contact (POC), Lead and Organizational DTAs, PMO-DTS, and TRW. Details on the various personnel needed in the fielding of DTS can be found in [Appendix 4: Roles and Responsibilities](#)

Fielding a new system across a site requires effort and coordination from many parties. In addition to coordination efforts it also requires a change management effort. Concepts and activities for a site to consider prior to the arrival of DTS can be found in [Appendix 3: Change Management Process](#).

### Approach

The same DTS fielding approach will be used for both Phase I (Pilot site) and Phase II (Primary site). The approach will be three fold: initial planning, site preparation planning and site fielding. Details of these activity are described below. Phase I and Phase II sites will receive assistance from one of the PMO-DTS/TRW Fielding Teams. The teams will work very closely with the Service or Agency Site Fielding Team to ensure the successful fielding of DTS at the individual sites. Details on the various personnel needed in the fielding of DTS can be found in [Appendix 4: Roles and Responsibilities](#). Phase III consists of fielding DTS to the remaining sites that are not included in Phases I and II. Service and Agency responsibilities are detailed in Memorandums of Agreement (MOA) between the individual Services and Agencies and the PMO-DTS.

### 3.2 Phases I and II: Pilot Sites and Primary Sites

#### 3.2.1 Initial Planning

During initial planning of DTS fielding, the PMO-DTS, Services, and Agencies must work closely together to formulate the deployment schedule. The schedule is dependent upon many factors, including, but not limited to, PKI/CAC readiness, total number of frequent travelers, duration of site setup, DADS interface operational readiness testing, and the sites' infrastructure readiness. During the initial planning, all factors must be examined and addressed. The PKI/CAC and DADS testing and readiness schedules can be found on the PMO-DTS website listed in [Appendix 5: References](#). The PMO-DTS site survey at [Appendix 2, DTS Site survey/Checklists Forms](#), will be conducted to evaluate the sites' IT infrastructure and functional requirements among other site-specific details. The surveys will be managed by the Services and Agencies with assistance of the PMO-DTS. Once site-specific information is gathered, it will assist in establishing a deployment schedule for all Services and Agencies.

#### 3.2.2 Site Preparation Planning

In order to begin fielding to a particular site, many coordination efforts must be underway prior to going to the site. The PMO-DTS, TRW, and the site's Lead Defense Travel Administration (LDTA) will work closely together to establish a site visit, training schedules, meeting schedules, etc. in coordination with the appropriate Services and Agency Representative. The PMO-DTS Fielding Branch has developed Site Fielding Guide in a Microsoft Excel spreadsheet format that contains most of the recommended tasks for deploying DTS to a site. The Site Fielding Guide also contains the recommended durations for each task, action POC, order of precedence, identifies key milestones and contains formulas that will build a proposed schedule based on the site's DTS D-Day (the day that the DTS becomes operational on a site).

The PMO-DTS/TRW site fielding team lead will work with the Site POC to ensure that they know how to use the Site Fielding Guide.

During the initial contact with the site POC, the PMO-DTS/TRW Fielding Team shall request the site POC to submit updated site pre-fielding checklists/questionnaires and a site organization chart, including tenant organizations to the team. It is highly recommended that the Lead Defense Travel Administrator (LDTA) attend training in advance of her/his site's fielding. This training must be coordinated with the PMO-DTS early in the site's preparation planning period. The PMO-DTS/TRW Fielding Team will be in constant communication with the site POC or LDTA to ensure that fielding stays on schedule.

Prior to arriving on site, the PMO-DTS/TRW Fielding Team should verify:

- Coordination for a DTS orientation and fielding plan in-briefing to the installation/base commander and organization commanders/directors
- Status of all actions/tasks. A checklist is included in [Appendix 2: Defense Travel System PMO Site Survey/Checklist Forms](#), which is used by the PMO-DTS/TRW Fielding Team to confirm a site's readiness
- That adequate training facilities are scheduled that will support the site's DTS training population. The facility must have the capability to support operation of the required training hardware and equipment.
- That the site POC or LDTA is compiling training rosters.
- That the designated DTS trainees will be available to attend the DTS Training.
- Begin business process reviews of as-is processes to include organizational routing, document access permissions, organizational hierarchy, document access group controls.
- Identify issues that require command decisions and obtain necessary decisions prior to the start of the fielding process.

The PMO-DTS/TRW Fielding Team shall coordinate with the site POC or LDTA to meet with personnel responsible for site planning, training, setup, and establishing a help desk during the site visit to discuss roles and responsibilities throughout the fielding period. In addition, the PMO-DTS/TRW Fielding Team will brief the site command/leadership on DTS and what actions will occur during fielding at that site.

### **3.2.3 Site Fielding**

Once all the coordination efforts are complete and the site is ready to receive the DTS software and begin the fielding process, a PMO-DTS/TRW Fielding Team will travel to the site to provide consultation and assistance. The PMO-DTS/TRW Fielding Team will have site presence for the duration of the site fielding. They will be there to assist the site in training, DTS setup, help desk procedures, and user support.

The PMO-DTS/TRW Fielding Team in coordination with the Service/Agency representatives will have initial meetings with the core group of users including DTA members, site leadership, and any other individuals selected by the site. The teams will also work closely with DTA members to gather data for the DTS setup. During this time the site's business processes will be reviewed and many of them modified to accommodate the DTS paperless process. This is a great opportunity for a site to reevaluate its business processes, however, changes are not necessary for DTS to be fielded. It is important to note that DTS is automating travel procedures to comply with existing Joint Travel Regulation (JTR) and Joint Federal Travel Regulation (JFTR) guidelines.

In addition to training and system setup, the PMO-DTS/TRW Fielding Team will assist the site in making decisions regarding local help desk procedures and training individuals designated to be local help desk officials. The PMO-DTS/TRW Fielding Team will also assist the site in making decisions about future training. In most cases the PMO-DTS/TRW Fielding Team will setup an entire installation, but will only

train selected individuals within that site. Therefore, it will be the site's responsibility to train the remaining users. The PMO-DTS/TRW Fielding Team will make recommendations on how this can be accomplished. Through the course of several meetings the PMO-DTS/TRW Fielding Team and the site's Fielding Team will discuss many aspects that need to be considered in the fielding of DTS, which include, but are not limited to setup, help desk, training, and business process modifications.

### **3.3 Phase III Sites: Remaining Sites**

As previously stated, it will be the responsibility of the Services and Agencies to field those sites that have been classified as Phase III sites. However, support within the Services and Agencies and from TRW should be available for each of the Phase III sites.

The Services and Agencies should be able to support the sites by using their already trained trainers from previous site fielding efforts within their Service or Agency. For example, a recruiting station may be considered a Phase III site, therefore; the PMO-DTS will not be supporting a PMO-DTS/TRW Fielding Team for that site. However, Services and Agencies would coordinate with nearby DTS sites that have trained users and trained trainers to assist the recruiting station in standing up DTS.

In addition, these sites will be able to purchase additional support off the TRW website. Sites will be able to purchase training, setup support, user manuals, training materials, and Computer Based Training (CBT) off the TRW website. Sites will also be able to access Frequently Asked Questions (FAQs) that will be maintained on the website for lessons learned. The website address is <http://www.defensetravel.com/>.

### **3.4 Fielding Schedule planning**

The PMO-DTS and the Service and Agency Representatives have coordinated a proposed list of sites that will receive DTS fielding during phases I and II, and planned to be accomplished by the end of FY 2006. Each December 15th, the Services and Agency Representatives will provide the PMO-DTS a firm updated schedule of sites to be fielded in the next fiscal year. This will give the PMO-DTS time to plan and budget for the upcoming years fielding activities. During the three deployment phases, the Services and Agencies will perform the following actions during each fielding phase:

#### ***3.4.1 Phase I (Pilot Sites) and Phase II (Primary Sites):***

- 1) Conduct Site Preparation Planning: Provide detailed guidance to sites to ensure that Defense Travel Administration personnel are identified, prepared for training, and have started organizational setup based on PMO-DTS guidance. Work closely with the site POCs and PMO-DTS/TRW Fielding Team to ensure that organizational setup is complete. Ensure appropriate site POCs, DTA members, Organizational DTAs (ODTA) attend quarterly DTA seminars. Ensure that DTA/ODTA and AOs attend requisite PMO-DTS/TRW sponsored training.
- 2) Conduct Site Fielding: Ensure site POCs assist the PMO-DTS perform its government oversight responsibilities. Fielding activities include software installation and connectivity, establishment of organizations, groups and routing lists, and setup of user files.
- 3) Conduct Site Post-Fielding Activities: Transfer PMO-DTS oversight of the site from the Fielding Branch to the Operations Branch, which will monitor the site to ensure the DTS is functioning, training is available for new personnel, and that unresolved issues are properly managed to ensure systemic problems are resolved.

### ***3.4.2 Phase III (Remaining Sites)***

- 1) Responsible for implementing Defense Travel System at applicable Service or Agency sites.
- 2) Delegate site fielding responsibility to Service/Agency level.
- 3) Has option to contract for additional training and deployment assistance during this phase. Oversees site fielding of Defense Travel System at sites.
- 4) Provides detailed guidance and training for fielding Defense Travel System to sites. Ensures site DTA(s) attend Quarterly DTA Workshop/Seminar to provide site POC(s) with an overview of Defense Travel System, setting up organizational structure, and routing lists.
- 5) During Site Fielding and Post Site fielding provides guidance to sites.
- 6) Ensure smooth transition from the old Commercial Travel Office (CTO) contract to the new one (as necessary) without any interruption of travel services; enforce old contract transition provisions and coordinate the transition with the contractors involved.

## 4.0 DTS Training

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The PMO-DTS and TRW have developed the strategy for training users on DTS. This strategy is separated into the three site fielding phases. The PMO-DTS will be responsible for the cost of this training for Phase I and Phase II sites. The Services and Agencies will be responsible for training costs for Phase III sites. The classes offered are Defense Travel Administration (DTA) and Train the Trainer (TTT) classes. In preparation for training, each site must assign a site DTS training POC. That POC must complete the TRW Training Site Survey that is located on the TRW DTS website (<http://www.defensetravel.com/>). The TRW website access details are located in the DTS Site Survey located, in [\*Appendix 2: Defense Travel System PMO Site Survey/Checklist Forms\*](#),

### 4.1 Approach

The PMO-DTS and TRW train the DTA and the TTT attendees on DTS. The PMO-DTS will ensure that DoD travel policy and the functionality of the DTS are taught to the DTA members and the TTT site instructors. The local DTA needs to establish a good functional understanding of the software capability because they are the functional system administrators. The DTA assist in the organizational setup and data loading of the DTS for their sites and will most likely act as the sites' authorized callers to the TRW help desk. A separate PMO-DTS document, Training Concept of Operations, contains a much more detailed description of the training approach and is available on the PMO-DTS website listed in [\*Appendix 5: References\*](#).

During DTA training, TRW, via software demonstration and practical exercises, instruct DTA students on Document Preparation procedures for the creation of Travel Orders and Local Travel Vouchers and Settlement Vouchers from Authorizations. The TRW or PMO-DTS instructors will also define the roles of the Authorizing Officials, Certifying Officials, and Reviewers. This will be accomplished through a training process utilizing a combination of DTS CUI systems and functional demonstrations, and practical exercises. The students participate using the DTS software on laptops provided by TRW with their mobile training unit. The functionality of the system is introduced along with a Policies and Procedures instruction block that covers a broad range of travel regulations. The Service and Agency unique policies and procedures must be trained by the Services and Agencies. To further facilitate learning the functional aspects of the DTS, two CBT tutorials are made available via Compact Disk Read Only Memory (CD-ROM) and the Internet. One CBT covers the Policy and Procedures aspect of training and the other covers the DTS CUI System document preparation and AO route and review functionality. Because the DTA will be instrumental in resolving unit level issues, they must have a thorough understanding of the DTS's functionality. Attendance at both the DTA and TTT classes is highly recommended for the site DTA and a small group of key personnel, such as the help desk staff. The DTA should consult both the PMO-DTS (<http://www.dtic.mil/travelink>) and TRW (<http://www.defensetravel.com>) websites for current changes to the DTS Training program and materials.

The main components of the DTS training program are the DTA and TTT training sessions. Each of these sessions will be conducted over a 4-day period as part of the site fielding process. Sites can contact their Service representative at the PMO-DTS to purchase additional training support.

The site POC or LDTA must ensure that local training is planned, scheduled and completed. Ideally, the DTA curriculum is taught before the site begins use of the system. This should allow enough time for program administrators to determine their roles, set the system up, resolve unforeseen problems and trainers to start training frequent travelers, DTA members and AOs on the functionality of the system.

### Course Descriptions

The following are the basic courses that the PMO-DTS and TRW will be providing during the DTS fielding process.

#### **4.2.1 PMO-DTS Policies and Procedures**

Personnel attending the DTA course, will receive as their first block of instruction, a class on DoD Travel Policies and Procedures covering the following information:

- Introduction: A brief explanation of how and why the DTS came about.
- Simplified Entitlements/Proportional Meal Rates (JTR/JFTR, Appendix O): A look at the travel policy specifically developed for use in conjunction with DTS. This block of instruction places emphasis on the broadened authority of the Authorizing Official as well as the greater choices now available to the traveler. Simplified Entitlements represent the simplification efforts made by the Travel Re-engineering Team.
- The Traveler: The traveler is taught the rights, roles, and responsibilities that are consistent with the use of the DTS. Students should become moderately familiar with the expectations placed on them as well as understanding the TDY travel entitlements and how to request assistance.
- The Authorizing Official including Certifying Officials: The Authorizing Official block of training defines the rights, roles and responsibilities and due authority exercised by the Authorizing (AO) and Certifying Official (CO). The tools and flexibility to make travel decisions outside Standard Travel Arrangements are given particular attention. The relationship between Authorizing Officials, the DTAs and the travelers is also given emphasis. Additionally, the AO's are taught their responsibilities in the help desk process.
- The positions of Authorizing Officials, Certifying Officials, and Finance Defense Travel Administration (FDTA) **shall be designated in writing** as Accountable Officials in the management of the TDY travel process as prescribed in the DoD Financial Management Regulation Volume 9, Chapter 2.

The PMO-DTS will provide a CD ROM that will include Travel Policies and Procedures (JFTR, JTR, Simplified Entitlements), Computer Based Training, (a step by step tutorial of creating a Travel Authorization/Order and Travel Voucher/Voucher from Authorization) and all lessons presented on Policies and Procedures.

#### **4.2.2 TRW Defense Travel Administration (DTA) Course**

TRW is responsible for training the functionality of the software. The DTA Course includes:

- Getting started which covers the DTS Security Features Users Guide, the basis for obtaining a Digital Signature, logging onto DTS, Hints, Errors, Logging Off, and Toolbars.
- The next portion is the Logical Process Flow that includes a sequence of events to guide the DTA.
- The course then covers how to establish Organizations, setup lines of accounting, setup groups, AO information, establish routing lists, establish budgets and generate reports.
- The TRW courses conclude with a Summary Exercise.

The DTA classes are intended to teach Lead DTAs responsible for managing travel at the installation, the various aspects of DTS operations. The importance of attendance cannot be overemphasized because DTAs will often be the first person travelers go to for assistance with the system. A DTA is selected by the site's leadership in coordination with the Service or Agency. These individuals should have superior communication skills, and considerable subject area expertise and retention. Personnel selected as local

trainers shall have sufficient time remaining on station (one year or more) to ensure stability and continuity in the fielding process.

#### **4.2.3 TRW Train The Trainer (TTT) Course**

The TTT class is designed to give local instructors full exposure to the travel authorization/settlement process and training tools available. The local instructors are then expected to individually prepare and conduct local training. The instructors are chosen by the Service or Agency's site leadership. The individual(s) should have superior communication skills, interpersonal abilities and a thorough understanding of the Service or Agency/site travel business practices. The Service and Agency TTT instructors should have maximum schedule flexibility and the support of the leadership.

TRW has created a training environment on the CUI that will let sites simulate live travel scenarios in training sessions. This Enterprise-Wide Training System (EWTS) will be made available to each site's trainers so that they can train DTS users. TRW will also provide Training Manuals that cover all of the topics included in the DTA and TTT Training.

#### **4.2.4 Tier 2 Help Desk Course**

The purpose of this course is to train selected individuals on help desk operations as they relate to DTS. Additionally, the course will provide training in the use of a tool for tracking help desk issues. Individuals chosen to act as Tier 2 Help Desk support personnel must attend DTA training prior to attending this course. More information can be found in [Section 7.4, Help Desk Training](#).

### **4.3 Training Facilities**

The site POC in coordination with the PMO-DTS/TRW Fielding Team and the PMO-DTS Training Coordinator will reserve a facility for training. TRW will assess the technical feasibility of using the proposed location based upon the feedback given on the Pre-fielding site survey available on the TRW website training page. The site survey specifies the classroom size and space requirements. The facility chosen should comfortably seat 20 individuals while providing space for computer terminals and peripherals. Once all parties have agreed on the training location and times, the site POC will disseminate a schedule to users identified for training.

During the Pre-fielding Site Survey, the site POC will meet the PMO-DTS Pre-Fielding Site Survey team's necessary technical specifications to set up their training servers and computer peripherals. If the facility fails to meet technical criteria, TRW will notify the team coordinator and he will, in turn, contact the site POC. The site POC will then requisition another training facility.

TRW will provide twenty laptops for both the TTT and DTA courses. Sites will be responsible for setting up subsequent training sessions for their remaining users. The minimum computer specifications are listed in the TRW DTS-CUI Defense Travel Administration Guide.

### **4.4 Training Schedule**

The class dates are established as a result of the PMO-DTS Training Coordinator, TRW Training Manager, site POC, and Service/Agency Representative coordination. The PMO-DTS Training Coordinator will communicate the qualifications and aptitude desired for each training target audience to the Service and Agency Representative. Ultimately the site POC is responsible for ensuring that these specifications are met. The DTA audience should include any administrator that has some travel responsibility and support personnel (Information Technology, Transportation, Finance, etc). If there is a



concern regarding an individual's attendance or participation, the site POC will be consulted by an instructor. The site POC will communicate all concerns to the appropriate Commanders at the site.

#### **4.5 Sustainment Training and Phase III Sites Training**

As previously stated, when the PMO-DTS/TRW Fielding Team departs a site, there will still be many remaining DTS users that will require training on the system. It will be up to the TTT instructors to conduct that training. However, it is very important to plan ahead for training. Training facilities must be coordinated and training schedules prepared. The PMO-DTS/TRW Fielding Team will recommend approaches to advance training so that the system will continue to roll out site wide with little additional effort on any one individual.

In addition to the TTT onsite, there are other tools for initial training and sustainment training for the Phase III sites. TRW will have additional services that can be purchased from the TRW website. These services will include setup support, training classes, CBTs, user manuals, and other training materials. In addition, TRW will maintain a knowledge base of lessons learned and FAQs.

## 5.0 DTS Setup

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The success of each site fielding depends on the readiness and diligence of planners and the participation of site fielding team members in customizing the site's fielding plan. A group of key local site personnel should be identified at each site to develop the detailed plans for the fielding DTS at that site. The key to successfully DTS depends on establishing an effective DTA team at each site. This is a Service or Agency and site responsibility and the number of DTAs may vary depending upon-site requirements. The PMO-DTS/TRW Fielding Team will be onsite to assist in an advisory role.

### 5.1 Approach

The DTS Site LDTA must establish an approach to maintain the site's data, including user profiles, organizational hierarchy, routing, groups, Lines of Accounting, per diem rates, etc. A list of the responsibilities for the DTA can be found in [Appendix 4: Roles and Responsibilities](#). The individuals responsible for these tasks will need to be identified at the site level.

The DTA is an administrative function run by personnel with knowledge of the specific areas to which they are assigned. The administration is typically comprised of, but not limited to a LDTA, a site POC, Finance DTA (FDTA), training, transportation, information technology/management, communications, security, organizational/unit personnel, and public affairs personnel. The site LDTA typically has overall responsibility for DTS at the site and supervises the local Tier 2 Help Desk. Subordinate organizations/units may also have personnel assigned that provide support in the administration and maintenance of the system.

The local site POC or LDTA has a major role in implementing the DTS. A significant number of activities have to be accomplished by the DTA and synchronized to ensure a smooth startup of DTS. The site POC/LDTA will typically be assisted by a Service Representative, and the PMO-DTS/TRW Fielding Team for the site.

### 5.2 Setup Planning

The planning process is a key activity for identifying the information necessary to setup the software. The process begins prior to the PMO-DTS/TRW Fielding Team going to a site. After the LDTAs are trained on the DTS, the PMO-DTS/TRW Fielding Team will supply them with the appropriate information so that they can begin developing their business processes and the personnel data sheets for use in DTS.

The LDTA should also determine any Service and Agency guidance and policy that might affect CUI setup. This could include such topics as use of the individual travel card [(Individually Billed Account (IBA))] versus Central Billed Accounts (CBA), AO handling of pre-audit failures, "arrangements only" processing (PCS, ITO, DADS non-availability), and the budget module reconciliation process.

The key subject areas where information gathering needs to occur include, but are not limited to:

- Documenting key information for the organizations
- Identifying subordinate organization DTA's, AO's, reviewers and Certifying Officials
- Establishing the Certifying Officer appointment process
- Determining the process to capture Unit Identification Number (UIN) information from the PKI process
- Obtaining personal information from each user/traveler

- Confirming policy on use of government issued charge cards and Centrally Billed Accounts (CBAs)
- Establishing structures for organizations, routing lists, groups, and budgets

The PMO-DTS/TRW Fielding Team will work with the LDTA and other site DTA personnel to assist in the data gathering. It will be up to the site to manage the data gathering process. The site DTA needs to also accomplish the personnel data download preparatory actions to establish a UIC list for the traveler personnel information file from the DMDC or other databases in formats that are compatible with Microsoft Excel. The PMO-DTS/TRW Fielding Team will be responsible for loading the data into DTS.

The Commercial Travel Office (CTO) provides some key information that is required to complete each organization setup in DTS. The CTO also records site-specific information in the “company profile” located in the Global Distribution System (GDS). The company profile contains local addresses, POC's, and local policies. The site DTA needs to ensure the CTO and Transportation Officer coordinate on the company profile. If the fielding of DTS is concurrent with the startup of a new travel contract, the CTO typically will provide travel seminars just before startup to acquaint site personnel with their services, such as contact numbers, ticketing procedures, after-hours policies, etc.

The site DTA will accomplish administrative setup actions in the DTS CUI. The site will accomplish the pre-upload setup tasks of creating organizations, naming groups, and naming routing lists. In addition, the site will create the upload UIC data that relates the UIC in each persons record to the organization name/groups/and routing list entries. At completion, this data can be automatically uploaded into the CUI. After the upload, the system administration setup tasks involve assigning routing officials, completing routing lists, resolving upload rejects, adding personnel not in the upload, and deleting personnel no longer assigned to the site.

The *TRW Defense Travel Administration Guide, Appendix S, DTA Process Overview and Working Templates* provides planning templates that should be used to plan the organizational structure, identify subordinate DTA's, Authorizing and other routing list officials, group structures, and other key setup considerations. Using these templates will make the data transfer more effective.

## **Personnel Data Download**

The personnel data download is the process by which the site obtains personal data for use in developing traveler profiles. Personnel data can be obtained from a variety of DoD sources, such as the Defense Manpower Database Center (DMDC) or the Marine Corps Total Force System (MCTFS).

Prior to the data download of personal information, the local DTA must have completed the following:

- Provided the PMO-DTS/TRW Site Fielding Team Lead with the information necessary to request personnel data. This information could be user's social security numbers, Unit Identification Codes of units using DTS, or zip-codes for the geographic region where DTS is being fielded.
- Created the site's organization structure in the CUI
- Established groups and routing lists in the CUI to be used during the upload
- Creating a correctly formatted UIC cross reference spreadsheet for TRW use during the upload

The data download relies on applying some basic defaults and merging personnel information file with two locally generated products. The basic defaults assigned to all individuals are: permission level of 0 (traveler), group access of “None”, booking number, tech status, and MIL/CIV indicator. The two locally generated products are: static data that is applicable to each personal profile at the site (time zone, DTA ID, etc.) and a UIC cross-reference excel spreadsheet. The PMO-DTS/TRW Fielding Team uses the spreadsheet to assign organizations, up to five groups, a routing list name, and the organization address to each traveler based on their UIC.

Executed correctly, this will complete the typical traveler DTS personal information profile without the DTA having to access each traveler's detailed information profile. However, the DTA does have to make a single entry of the digital certificate Unit Identification Number (UIN) for each user in the user table to grant log on access to the CUI.

Data upload actions required by the DTA include the entering of the UIN, adjusting the default routing list, permission level, and group access for AO's and other routing list officials. The DTA will also have to examine the users in each organization and manually enter those users not included in the DMDC file.

It is particularly important each traveler validates their personal information, addresses and account information upon their first login on DTS and makes corrections when necessary. The traveler should notify the DTA if any problems arise. There is a Traveler Profile Quality Control checklist available on the TRW website under the deployment page, Document Library. This provides the DTA with a process for verifying the completeness of a traveler's individual profile. Finally, the DTA should convert unknown or departed personnel included in the upload to a "None" organization status.

## **Business Process Review**

As previously stated, an important component of the DTS setup process is the reviewing of business processes and the establishing of new processes if needed. The PMO-DTS/TRW Fielding Team will facilitate a meeting with the site core team to document the current business processes, and then define the business process with the DTS. It is important to review the current processes in order to ensure all understand the processes prior to making decisions that could impact the setup of DTS.

Once a site's DTA have attended DTA training, a meeting will be conducted at the site by the PMO-DTS, for the purpose of analyzing and properly aligning travel business processes for use with the DTS. The first half of the meeting will concentrate on analyzing the site's "as-is" travel business processes. The second half of the meeting will concentrate on the revised process that must be implemented with the DTS fielding. In preparation for the first meeting, the site's POC must identify a person to take responsibility for conducting the business process analysis for the site. The site's business process analysis POC must fill in the appropriate information in each of the columns of the [Business Process Analysis Worksheet located in Appendix 6.](#)

Once all are in agreement on the current business processes including the routing schemes for document approval, it is necessary to review them from the automated perspective. There are issues that need to be resolved prior to conducting the DTS setup process. These include, but are not limited to:

- Identifying and determining if local business processes remain the same or need to be altered due to DTS fielding.
- Determining if the routing schemes remain the same using DTS or should new routing schemes be established.

## **5.5 Lines of Accounting (LOA)**

A site's travel Lines of Accounting (LOA) are key pieces of information required for site setup. For each site fielding, the DTS is required to have all LOAs loaded into the DTS CUI that are applicable to the site. When requested by the site, DFAS will provide a file of all travel LOAs downloaded from the appropriate DFAS accounting systems. This is a time-consuming process that is complex and tedious when performed manually. The PMO-DTS, with guidance from DFAS, has developed a separate non-DTS utility (known as the DTS LOA entry tool) to assist DTAs in an automated entry of LOAs into the CUI. Detailed instructions for managing all aspect of this process and other finance and accounting functions can be found in the Defense Travel System Finance Guide maintained on the PMO-DTS website listed in [Appendix 5. References.](#)

The following steps are the initial high-level procedures for the LOA load process. It is important that each Finance DTA receives the appropriate LOA load process training from the PMO-DTS/TRW Fielding Team in the use of the DTS LOA entry tool.

- 1) The PMO-DTS POC requests the DTS installation-site's LOAs via email from the DFAS POC based on a list derived from the DTS fielding schedule.
- 2) The DFAS POC downloads requested data from the appropriate accounting system and emails the file with LOAs to PMO-DTS.
- 3) PMO-DTS POC receives LOA from DFAS, saves file and forwards the data to the PMO-DTS/TRW Fielding Team via e-mail.
- 4) PMO-DTS/TRW Fielding Team passes LOA data to the Site's trained Finance DTA or to the site team in Phase III Deployments. PMO-DTS/TRW Fielding Team assists the Finance DTA in the LOA Load Process in accordance with DTS Finance Guide. The PMO-DTS/TRW Fielding Team and the Finance DTA validates the LOAs & uploads LOAs into the CUI in accordance with the DTS Finance Guide.

## **6.0 Operational Handoff**

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Operational handoff refers to the completion of necessary DTS fielding actions on a site and commencement of regular DTS operations. Operational handoff occurs when it is determined that DTS operates as designed at a site, and when a core set of organizations is able to use DTS for TDY travel.

In general, the PMO-DTS/TRW Fielding Team will setup user profiles in DTS for an entire installation, but will only train personnel from a core group of organizations. The Operational Handoff transfers responsibility for fielding the remaining organizations from the PMO-DTS/TRW Fielding Team to the Site. The Site becomes responsible for training additional users, as well as for developing business processes flows and policies and procedures for remaining organizations.

The PMO-DTS Operations Branch will remain engaged during this time to assist the site as it propagates DTS, and also to address any operational issues that may arise. The PMO-DTS Fielding Branch will no longer be the main POC for site personnel.

## 7.0 Help Desk

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The focus of the DTS support structure is to provide a high level of customer service while handling problem inquiries at the lowest level possible with a minimum amount of escalation points. Each level of support should have only a single point of escalation for any problems that cannot be resolved at that support level. This eliminates the confusion of having several points of contact depending on the nature of the inquiry.

It is recommended that if a site currently has help desk procedures in place, that the site follow those procedures. However, if a site does not have a help desk structure, the following is strongly recommended. Regardless of how the local structure is setup, there will only be a few Authorized Callers from a site to the Tier 3 Help Desk, therefore, it is more practical to try to solve the issue at the local level then at the highest level possible.

Three levels of assistance are available to travelers and persons entering travel requests on behalf of travelers. The three levels of assistance are as follows:

- Tier 1 - Assistance at the user's immediate level. ("User" refers to the traveler and any others entering travel requests for the traveler, to include travel clerks, Authorizing Officials and Certifying Officials).
- Tier 2 - Assistance at the site or installation level, which is expected to be the responsibility of the local DTA.
- Tier 3 – Assistance at a centralized help desk, staffed by TRW, and supported by the PMO-DTS, DISA, and DFAS. This level of expertise will provide expert assistance for software issues (TRW), NIPRNET issues (DISA), financial problems (DFAS), and policy questions (PMO-DTS).

The central objective of the three levels of assistance is to ensure superior customer service and mission support by resolving customer problems, inquiries, and issues at the lowest level possible. Accordingly, most problems should be resolved at the user's immediate level.

### 7.1 Tier 1: User Self Support

This represents the user level, or travelers, and is the first element of support. This tier incorporates the support resources that are available to the traveler, the DTA, and the AO. There are several resources available to the DTS user for them to attempt to solve their own problems. The available resources include: mentors (buddies), User Guides, Help Desk Bulletins, tri-fold brochures, local documentation (policy, lessons learned, etc), CBT, CUI on-line help, FAQs, as well as TRW and PMO-DTS websites.

### 7.2 Tier 2: Site DTA

The Tier 2 Help Desk is the site's local help desk. The local DTA or other designated personnel by the site will take all Tier 2 calls. The resources available to the Tier 2 Help Desk are the following: the CUI software help feature with DTA permissions set, training material, the Commercial Travel Office (CTO) help desk, and the Government travel card vendor's toll-free telephone number. If the Tier 2 help desk is unable to resolve user problems, the DTA may escalate the problem to the Tier 3 Help Desk. The DTA will be responsible for developing and formalizing many of the local help desk policies, processes, and procedures. These include but are not limited to the following:

- Process for reporting and tracking issues and problems that have been registered as help desk tickets.

- Process for classifying help desk tickets, assigning them for corrective action and determining the root cause
- Process for verifying that tickets are resolved

Detailed Tier 2 responsibilities are outlined in the Help Desk Package for Fielders, located in Appendix 7.

### **7.3 Tier 3: Help Desk**

Authorized Callers from each site, designated by the LDТА, will be able to access the Tier 3 Help Desk staffed by TRW at Fair Lakes, Virginia. In order for an individual to be considered an Authorized Caller, the PMO-DTS recommends they attend DТА and TTT training, and then register with the Tier 3 Help Desk. The PMO-DTS will provide registered Authorized Callers with the toll-free Help Desk phone number, as well as the access code needed to submit help desk tickets.

The Tier 3 Help Desk should resolve all problems or questions relating to CUI issues and performance. The help desk's technical support staff will utilize the customer service tools and will service DTS worldwide. The help desk staff will be experienced and familiar with DoD Travel policy and trained on all software associated with DTS. They will make use of proven customer service techniques such as frequently asked questions (FAQs), scripted troubleshooting guides, helpful tips on product functionality and incident reporting. The help desk will work to resolve problems promptly across the full spectrum of DTS user issues to include, software, and communications problems. Any calls not directly related to DTS functionality will be forwarded to the PMO, the DISA Help Desk, or the DFAS Help Desk.

- The DISA Help Desk will handle all technical problems or questions that are outside of the CUI. For example, some of these problems may involve the PKI or the NIPRNet.
- The Tier 3 Help Desk will contact the PMO-DTS for all policy related issues.
- The DFAS Help Desk will handle problems or issues related to entitlements and non-receipt of Electronic Funds Transfer (EFT) into the traveler's bank account or travel charge card account, etc. Resolution of problems forwarded to the Tier three level may involve multiple technical areas and require cross-functional research between TRW, DISA, DFAS, and other government or commercial organizations as necessary.

### **7.4 Help Desk Training**

The Tier 2 Help Desk staff will attend a half-day help desk training class conducted by the PMO-DTS/TRW Fielding Team. The purpose of the course is to illustrate to the Tier 2 staff the nature of the phone calls they can expect to receive from the DTS users. The training attendees will be the DТА members who are selected by the LDТА as Tier 2 help desk personnel and have received formal DТА training. The training will assist these individuals on how to take and log calls, how to use the call tracking software provided to each site and to easily locate resources for assistance in answering calls. The course will also assist the staff in how to best research issues presented to them during the calls. The research materials available to them will be reviewed during the training.

For those sites that do not already have Help Desk software, the PMO-DTS will supply a generic Tier 2 Help Desk application written in Microsoft Excel. This file can be used as a call tracker for all calls that come into the Tier 2 Help Desk. The call tracker will be useful for the site in tracking its issues, but also in more efficiently communicating those issues to the Tier 3 Help Desk.



## **Appendix 1: List of Acronyms**

### **Acronyms.**

ADP	Automatic Data Processing
AO	Authorizing Official
CA	Certificate Authority
CAC	Common Access Card
CD-ROM	Compact Disk – Read Only Memory
CTO	Commercial Travel Office
CUI	Common User Interface
DADS	Defense Accounting and Disbursement Systems
DAA	Designated Approving Authority
DEBX	Defense Electronic Business Exchange System
DFAS	Defense Finance and Accounting Service
DISA	Defense Information Systems Agency
DMDC	Defense Manpower Data Center
DoD	Department of Defense
DoDFMR	DoD Financial Management Regulation
DSN	Defense Switching Network
DTA	Defense Travel Administration
DTS	Defense Travel System
DTS-Limited	Defense Travel System - Limited
DTR	Defense Travel Region
EC/EDI	Electronic Commerce/Electronic Data Interchange
FAQ	Frequently Asked Questions
FY	Fiscal Year
ID	Identification

ISP	Internet Service Provider
JFTR	Joint Federal Travel Regulation
JTR	Joint Travel Regulation
kbps	kilobytes per second
LAN	Local Area Network
LDTA	Lead Defense Travel Administration
LRA	Local Registration Authority
MB	Megabyte
NIPRNet	Non-secure Internet Protocol Routing Network
OA	Operational Assessment
PAO	Public Affairs Office
PC	Personal Computer
PKI	Public Key Infrastructure
PMO-DTS	Project Management Office
POC	Point of Contact
PPP	Point-to-Point Protocol
RA	Registration Authority
QAE	Quality Assurance Evaluator
RAM	Random Access Memory
RDC	Regional Data Center
ROTC	Reserve Officers' Training Corps
TAD	Temporary Additional Duty
TDY	Temporary Duty
TO	Transportation Officer
TRW	Thompson-Ramo-Wooldridge Corporation, renamed TRW Inc. in 1965
UIC	Unit Identification Code
UIN	Unique Identification Number

## **Appendix 2: DTS Site Survey/ Checklists Forms**

Each Defense Travel System Fielding Site is required to fill out the following surveys and checklists to assist the PMO-DTS/TRW Fielding Team and local site fielding team to successfully complete the Defense Travel System fielding during the preliminary site preparation, on-site fielding, completion, and post-fielding support periods. It is important that the information is current and complete. The site POC should coordinate the data collection process and the survey should be completed and submitted to the PMO-Defense Travel System upon request ***or no later than 90 days of the site fielding start date***. In addition to this site survey, a training site survey/questionnaire must be completed on the TRW website. That web address is [www.defensetravel.com](http://www.defensetravel.com), select Training, then Site Survey Questionnaire and follow the instructions. The completed survey should be sent through the appropriate Service or Agency Representative to:

Project Management Office - Defense Travel System:  
ATTN: Chief, Fielding Branch  
Crystal Square 4, Suite 100,  
1745 Jefferson Davis Highway,  
Arlington, VA 22202-3402

### **Part A**

#### **SITE INFORMATION**

**A.1 SITE NAME & ADDRESS.** If military installation, camp, post, or base, please list name and state. If in federal office building or mall/shopping center, provide name and actual address. **DO NOT** use P.O. Boxes or street intersections. If overseas and not on a military installation, provide foreign address.

Name \_\_\_\_\_  
Street \_\_\_\_\_  
City \_\_\_\_\_ State/Country \_\_\_\_\_ Zip Code \_\_\_\_\_  
List county or counties for this location (USA only) \_\_\_\_\_

**A.2 OVERALL SITE POINTS OF CONTACT (POC).** List primary and alternate points of contact. These individuals should be from the DoD Component that have overall responsibility for implementing the Defense Travel System. The POCs should: (a) know their command and control and local administrative structures, (b) be familiar with the site's contract for travel services, (c) be able to answer general questions regarding the survey, (d) monitor progress in completing the questionnaire, (e) act as liaison between the site and the PMO-DTS, (f) review sections of the questionnaire for completeness, (g) ensure that the survey is conducted, and (h) forward completed questionnaires to the PMO-DTS **by D-170.**

Activity	Name and Rank/Grade	Mailing Address	Phones & Fax	Email
	<u>Primary POC</u>		Comm: DSN: Fax:	
	<u>Alternate POC</u>		Comm: DSN: Fax:	

**A.3 COMMAND STRUCTURE** To successfully field the Defense Travel System, the Project Management Office and civilian contractor must develop a clear understanding of the command structure

for each site. From the perspective of the site listed in A.1 above, please answer the following items related to command and control.

**A.3.1 SUPPORT SERVICES PROVIDER** Please list the Command(s) or Agencies upon which your commanding officer or senior manager depends on for supporting services, such as computing, finance, and travel:

Component \_\_\_\_\_ Command ID \_\_\_\_\_  
 Point of Contact \_\_\_\_\_  
 Mailing Address \_\_\_\_\_  
 Phones & Fax: (Comm) \_\_\_\_\_ (DSN) \_\_\_\_\_ (Fax) \_\_\_\_\_  
 Email \_\_\_\_\_

**A.3.2 TENANT COMMANDS.** Please list all commands that report to your command for supporting services, such as computing, finance, and travel:

Component	Command ID	POC	Address	Phones & Fax	Email
				Comm: DSN: Fax:	
				Comm: DSN: Fax:	
				Comm: DSN: Fax:	
				Comm: DSN: Fax:	
				Comm: DSN: Fax:	

## Part B

### ADP/CONNECTIVITY

SITE NAME: \_\_\_\_\_

#### Connectivity Questionnaire

A member of the deployment team will contact the POC at each fielding site to make a preliminary assessment of computing capability. The following questionnaire deals in large part with ADP/connectivity, LAN infrastructure, and base infrastructure requirements. Typical elements for consideration include dial-up connections, Wide Area Network connectivity, workstation configurations, network protocols, operating system and version, electronic mail configuration, software/hardware compatibility, system interface, and digital signature viability.

Users of the Defense Travel System will consist of two basic computer configuration groups. While travelers will ordinarily be situated at the local command, geographically dispersed commands and agencies may locate AOs, DTAs, and LRAs at central locations. Users may access the CUI in one of three ways: web, dial-up, and Telnet mode.

The following table outlines minimum hardware and software requirements associated with each mode of access.

The following are the **minimum** computer requirements for a client, web access, and Telnet mode Workstations

Component	Configuration
Processor	Pentium 200 or better
Random Access Memory	32 RAM or better (64M highly recommended)
Disk Space	200MB or better
Operating System	Windows 95, 98, or NT 4.0
Application Software	DTS version 1.2 installation CD
Web Browser	Netscape 4.1 or higher, Internet Explorer 5.01 or higher
Telnet client	Windows Telnet
Network Protocol	TCP/IP

The following computer requirements for a client workstation are **highly recommended** by the PMO-DTS for client server, web access, and Telnet modes:

Component	Configuration
Processor	Pentium II 266 Mhz or better with CD ROM or Modem for dial up access.
Random Access Memory	64M
Disk Space	300MB
Operating System	Windows 95, 98, or NT 4.0
Application Software	DTS version 1.2 installation CD (this may vary depending on how sites distribute/deploy software)
Web Browser	Netscape 4.1 or higher, Internet Explorer 5.01 or higher
Telnet client	Windows Telnet

Network Protocol	TCP/IP
------------------	--------

*Note: The latest version of Netscape Communicator **must** be downloaded from DISA's website at <http://ssed1.ncr.disa.mil/srp/vendlic.html>.*

## Part C LOCAL AREA NETWORK (LAN)

SITE NAME: \_\_\_\_\_

**C.1 OFFICE RESPONSIBLE FOR LAN** \_\_\_\_\_

**C.2 LAN ADMINISTRATOR.** Name & Rank/Grade: \_\_\_\_\_

Activity: \_\_\_\_\_

Commercial Phone Number(s): \_\_\_\_\_

Fax Number(s): \_\_\_\_\_

Email Address: \_\_\_\_\_

DSN Number: \_\_\_\_\_

**C.3 Designated Approving Authority (DAA).** Name & Rank/Grade: \_\_\_\_\_

Activity: \_\_\_\_\_

Commercial Phone Number(s): \_\_\_\_\_

Fax Number(s): \_\_\_\_\_

Email Address: \_\_\_\_\_

DSN Number: \_\_\_\_\_

**C.4 WIDE AREA NETWORK CONNECTIVITY.** Due to the sensitivity of personnel data being transmitted to and received from the Common User Interface (CUI), the Defense Travel System utilizes the DoD Unclassified but Sensitive Internet Protocol router network (NIPRNet).

Do your proposed users currently have connectivity to the NIPRNet? Yes \_\_\_\_\_ No \_\_\_\_\_

**C.5 ENHANCEMENTS.** Please comment on any scheduled and funded LAN enhancements over the next 12 months: \_\_\_\_\_

## **C.6 SITE ASSESSMENT AND IMPLEMENTATION GUIDANCE**

Site communication managers will receive a copy of the Defense Travel System, Site Implementation Guidance. If not, it is available by contacting the PMO-DTS Information Technology Branch Chief. The Site Implementation Guidance contains detailed technical information on the traffic the Defense Travel System will generate on a network and the security architecture. A checklist is also contained for a self-assessment of your infrastructure. When performing the self assessment, you should be aware that there are several areas that could impact your Defense Travel System performance or may impact your applications that are sensitive to network synchronization:

**C.6.1** Identify current applications used on your site that introduce spikes on your site network such as distance learning, site backups, etc. (Note: most LAN managers track traffic utilization averages. Network spikes, however, may double the average utilization depending on the application type and frequency of running these applications.)

**C.6.2** Local Network bandwidth utilization and the confidence on these numbers:

Identify type of Network Backbone: i.e., Ethernet, Fast Ethernet, ATM, etc. \_\_\_\_\_

Identify the average Utilization on the backbone \_\_\_\_\_

Identify Composition of Network Segments, i.e., Ethernet, Fast Ethernet, etc.

- a. Profile of Base Area Network, i.e., the network architecture and topology
- b. Available network tools
- c. Background on how the results were gathered
- d. Identify special requirements, deployment of other applications and/or future network upgrades

**C.6.3** Type of External Connectivity (NIPRNet) and the equipment used to provide external connectivity. Identify the traffic utilization of external connections: \_\_\_\_\_

**C.6.4** Other internal/external factors:

- a. Remote applications
- b. Types of special purpose servers that are used
- c. Do you have a Fire Wall installed? Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, answer the following:
  - Vendor & Version: \_\_\_\_\_ IP Address: \_\_\_\_\_
  - Administrator (Name & Rank/Grade): \_\_\_\_\_
  - Phone Number (Comm): \_\_\_\_\_
  - Email Address: \_\_\_\_\_
- d. Do you use a Proxy Server? Yes \_\_\_\_\_ No \_\_\_\_\_ If yes, answer the following:
  - Vendor & Version: \_\_\_\_\_ IP Address: \_\_\_\_\_
  - Administrator (Name & Rank/Grade): \_\_\_\_\_
  - Phone Number (Comm): \_\_\_\_\_
  - Email Address: \_\_\_\_\_

**C.6.5** High Demand Traffic Connectivity: within existing portions of a site's LAN or WAN traffic utilization or frequency may adversely affect specific devices:

**C.6.6** Local Performance Information --using traffic utilization on the local network, determine the following:

- a. Throughput; response time, availability, peak hours
- b. Future Requirements
- c. Comments on future requirements

**C.6.7** Local Resources used (Note: for DTS Full workstation percent is a priority, for DTS Limited, server percent is a priority)

- a. % Workstations, using 200 Mhz Pentium as the standard \_\_\_\_\_
- b. % Servers, using 200 Pro Mhz Pentium Pro as the standard \_\_\_\_\_

## Part D

### SITE READINESS CHECKLIST

A member of the PMO-DTS/TRW Fielding Team will contact the site POC to lay the groundwork for the fielding team to follow. The site POC will assist the deployment team by contacting key command and support personnel at the site to establish the administrative infrastructure necessary to enable the fielding team to maximize its effectiveness while onsite.

Site/Command \_\_\_\_\_ Date \_\_\_\_\_  
Site Number \_\_\_\_\_

ITEMS REQUIRED FROM GAINING COMMAND	RESPONSE
Is the site ready to field the system?  - Connectivity (hardware/software)  - Defense Travel System software installation scheduled  - Training (DTA, AOs, LRAs, travelers) identified and scheduled  - DFAS contacted to obtain the Lines Of Accounting (LOA) and distribution scheduled	
Roster – decision-makers within the command	
Telephone/Communication - access to two Class A1 phone lines	
Workstation locations - phone numbers and address of rooms where software will be loaded (LAN POC)	
Lead LRA – address, phone number	
Lead DTA – address, phone number	

PMO-DTS/TRW Fielding Team Verification: \_\_\_\_\_

\_\_\_\_\_

Signature

Date



## Validation of Fielding Completion

The Defense Travel System Fielding Teams will use the following checklist to validate system operability.

Site/Command \_\_\_\_\_ Date \_\_\_\_\_

Site Number \_\_\_\_\_

ITEM	YES	NO
Outreach program initiated?		
Have the DTA functions been established and staffed?		
Signed letters on file that appoints accountable officials and DTAs?		
Has DAA Certification been signed and provided to the PMO-DTS?		
Have all travel business processes been reviewed for applicability to DTS?		
Digital signatures issued to DTA, AOs, CTO, TOs/passenger travel specialists, and travelers?		
Have the trainers completed training for: - DTA? - AOs? - Government clerks/entities (if applicable)? - Frequent travelers? - Infrequent travelers?		
Training system installed and operating?		
Data files loaded? - Budget modules - User profiles		
Defense Travel System installed and functioning properly w/o error messages?		
Connections functioning properly? - LRA to CA - CUI to NIPRNet - User connections to CUI		
Local help desk operational and ready?		
CTO operational and ready?		

**Comments:**

**Signatures**

\_\_\_\_\_  
Site POC

\_\_\_\_\_  
PMO-DTS

Fax to:  
PMO-DTS, ATTN: Fielding Branch  
Fax (703) 602-8570, DSN 332-8570

## **Appendix 3: Change Management Process**

This is a key process that will assist in making each deployment effort more successful. Knowing how a DTS fielding organization deals with change can help all members of the Site Fielding Team plan realistically and manage their own and others' expectations of how the new DTS will affect their organization. Below are activities that the LDTA and the DTS Site Fielding team can conduct to assess the organization's readiness for implementing the DTS and prepare personnel at a site for the changes involved with a system fielding. Strong efforts must be put forth to obtain buy-in at all levels of an organization using the appropriate method based on a readiness assessment.

### **A3.1 Stakeholders Analysis Steps**

First, identify the major internal and external stakeholders, from the site and other organizations, that have a vested interest in the DTS site fielding.

Next, obtain information about how stakeholders view the DTS site fielding through surveys, focus groups and interviews of the representatives from the stakeholders group.

Then analyze the data to identify the decisions makers, key players, major concerns, preferences, constraints related to schedule, cost, and resources.

Finally, outline a fielding strategy based on results of your analysis and develop a plan on how DTS fielding personnel should respond to the stakeholder's interests, needs and concerns. Responses may include: providing more information to them on enhancing training, acquiring better hardware, modifying help desk operations, etc.

### **A3.2 Readiness for Change**

Determining a site's readiness for change includes estimating the impact of other components involved in the deployment operation. This includes but is not limited to: number of people affected, process changes, technology requirements, and periods of high activity.

### **A3.3 Organizing for Change**

Activities that must be done to ensure a successful change management process include the following:

- Conduct Formal Baseline Assessment - External pressures and demands may change the gaining organizations' ability to effectively absorb the fielding activities. Monitoring readiness involves conducting a formal baseline assessment early for every organization level and site.
- Perform Baseline Reassessment – During each periodic review of the deployment process, a reassessment of the baseline is discussed. This information and analysis should provide the PMO-DTS data to calibrate change and transition so that plans stay on course and resistance does not increase disproportionately.
- Manage Conflicting Events - Identification of other conflicting events will provide an early measure of readiness for change. The operations group of an organization will identify possible conflicts. If the organization is saturated by other change efforts, the PMO-DTS and Leadership must decide whether fielding at the site can be effective.

### **A3.4 Establish Steering Groups and Outreach Program**

A key temporary structure that must be established for providing leadership is an executive steering committee organized at the DoD Service Level including Other Defense Agencies (ODAs). Other teams

will be formed, such as advisory panels or process action teams. In managing change, leaders must understand that the process varies by organization, and they should be sensitive to the culture of the organization when designing and fine tuning an outreach program to obtain and encourage buy-in to the DTS plan at all levels of an organization. Key individuals that must be involved in the change management process should include: the site Commander, Union representatives, and the Public Affairs Officer (PAO).

## **Appendix 4: Roles and Responsibilities**

This list concentrates on the deployment roles and responsibilities of positions that fall under the control of the Project Management Office, TRW, and the Services and Agencies. Deployment requires total team integration, and the Government will play the lead role in the DTS fielding process, due to the requisite interactions that must occur among representatives of the deployment team, military system managers DADS, DFAS, DISA, Defense Manpower Data Center (DMDC) and site commands. TRW is the government's system integration contractor for this initiative.

### **A4.1 PMO-DTS**

The DTS Project Management Office responsibilities specific to each Service or Agency are covered in detail in each Memorandum of Understanding that is established between the PMO-DTS and each Service and Agency. The PMO-DTS will be responsible for the following deployment functions:

- a. Manage site fielding of Defense Travel System to Phase I and Phase II sites.
- b. Develop a task schedule that identifies required events for site fielding.
- c. Function as a liaison between TRW and Services and Agencies to ensure software is installed and system connectivity to the CUI is verified.
- d. Perform Quality Control or Government oversight to ensure contract compliance.
- e. In coordination with the Services and Agencies, develop a site deployment schedule as designated by the Services and Agencies.
- f. Develop and maintain web based information exchange with Government and industry standards.
- g. Deploy DTS in three Phases:
  - 1) Phase I: Deploy to up to 10 Pilot Sites throughout DoD beginning 1<sup>st</sup> Quarter Fiscal Year 2002
  - 2) Phase II: Deploy to approximately 250 sites DoD wide, starting Fiscal Year 2002
  - 3) Phase III: Provide guidance and contract vehicle for Services and Agencies to purchase fielding and/or training support.

### **A4.2 Contractor-TRW**

Under the direction of PMO-DTS, TRW has responsibility for:

- a. Enabling user connectivity to the CUI for all activities worldwide.
- b. Conduct Train-the-Trainer courses for site's trainers.
- c. Providing system software on CD-ROM to other sites designated by the PMO-DTS.
- d. Providing a web-based version of the Defense Travel System to users with a web-browser, web access, and who have been established in the system by their DTAs. The contractor will also provide help desk support as described in [\*Section 7.1, User Self Support\*](#)
- e. Follow administrative setup policies for functional user representation for usability of the DTS.

### **A4.3 Services and Agencies**

The following are the key positions that the Services and Agencies are responsible for maintaining.

#### ***A4.3.1 Service and Agency Representatives***

Service and Agency headquarters have appointed representatives to facilitate the site fielding of the Defense Travel System within their respective domains. Representatives will assist in the efforts to:

- a. Support PMO-DTS in managing site fielding of Defense Travel System sites worldwide.
- b. Provide a site POC for Phase I and Phase II dedicated to site fielding efforts.
- c. Develop Service and Agency site-specific task schedule that identifies required events for site fielding in accordance with this Plan.
- d. Provide liaison between PMO-DTS/TRW and affected Service or Agency commands/activities during Site Pre-fielding, Site Fielding, and Post Site fielding processes.

- e. In coordination with the PMO-DTS and TRW, develop a site deployment schedule for Phase I: Pilot Sites and Phase II: Primary Sites.
- f. Coordinate with tenant activities at site to ensure their inclusion of site fielding during Phase I and II.
- g. Provide Service/Agency specific processes and procedures

#### ***A4.3.2 Authorizing Official***

The Authorizing Official (AO) is the official at the operational level who has the responsibility for the mission and the authority to obligate funds to support the TDY travel for the mission. The AO authorizes only travel necessary to accomplish the mission of the government. The Authorizing Official will:

- a. Identify organizations under his/her command or supervision.
- b. Identify other personnel with whom he/she will interact in the performance of assigned duties to include DTA, Local Registration Authority, and travelers under his or her supervision.
- c. Obtain a digital signature.

#### ***A4.3.3 Accountable Officials***

Accountable Officials involved in the travel management process are located at various control points within an organization. The positions of Authorizing Officials, Certifying Officials, and Finance Defense Travel Administration (FDTA) shall be designated in writing as Accountable Officials in the management of the TDY travel process as prescribed in the DoD Financial Management Regulation Volume 9 Chapter 2. Responsibilities of these officials are described separately below.

#### ***A4.3.4 Budget/Finance***

The Resource Manager, or finance office will:

- a. Establish and confirm the budget module for assigned organizations.
- b. Obtain digital signature and confirm that the budget/finance role has been assigned.
- c. Ensure proper Lines of Accounting are being loaded into the DTS.

#### ***A4.3.5 Certifying Officer or Official***

Certifying officers or officials shall validate the reasonableness of travel claims and certify vouchers for payment in accordance with criteria outlined in the DoD Financial Management Regulation and forward certified claims to the paying office. Certifying officials are individuals in an organization who have been authorized specifically, in writing, to certify claims for payment. An organization's resource manager must appoint Accountable Officials in writing advising them of their pecuniary liability. An appointment letter and signature card shall be used to accomplish the appointment of both the Certifying Officer and the Accountable Official.

#### ***A4.3.6 Designated Approving Authority (DAA)***

This is the Official with the authority to formally assume responsibility for operating a system at an acceptable level of risk. This term is synonymous with *designated accrediting authority* and *delegated accrediting authority*.

The DAA must continuously review the system for compliance with the System Security Authorization Agreement (SSAA). During the Certification and Accreditation (C&A), the certifier, and certification team support the DAA. At other times, the DAA will be supported by the system Information Systems Security Officer (ISSO). The level and type of support will be defined by the organizations involved. During Phase 1, the DAA is responsible for the activities shown below:

- a. Define accreditation requirements.
- b. Obtain a threat assessment for the system.
- c. Assign a Certifier to conduct vulnerability and risk assessments.
- d. Support the DoD Information Technology Security Certification and Accreditation Process (DITSCAP) tailoring and level of effort determination.
- e. Approve the SSAA.

#### ***A4.3.7 Defense Travel Administration***

The Defense Travel Administration is a Government function responsible for managing the administrative aspects of the travel process at an organizational level as determined by each Service or Agency. The DTA function, which may be performed by more than one person, typically oversees the domains of several AOs. Some of the functions the DTA should perform are as follows:

- a. Identify organizations under its control
- b. Identify persons assigned relevant roles to support the Defense Travel System fielding in the areas of personnel administration, budgeting, finance, information systems, computer security, Local Registration Authorities (LRAs), Authorizing Officials, and transportation.
- c. Confirm connectivity with these individuals
- d. Provide the names of the individuals that need to obtain digital signatures to the installation/base LRAs
- e. Obtain personal digital signatures in order to access the CUI to perform database loading tasks
- f. Input lines of accounting into the CUI with the assistance of the finance team member of the site deployment team.
- g. Assign lines of accounting to AOs and travelers through the use of labels
- h. Establish AO budget modules
- i. Reconcile budget modules with official fund control data
- j. Identify travelers in each assigned organization
- k. Enter travelers in database
- l. Serve as quality assurance evaluator for CTO support functions provided to the installations and bases

#### ***A4.3.8 Finance Defense Travel Administration (FDTA)***

The FDTA can be any member of the budget resource management, or accounting and finance office for an organization. There will be at least one FDTA for each DTS site. They are responsible for maintaining the Lines of Accounting (LOA) and assigning them to the correct organization. For each LOA in an organization, the FDTA will create a budget within the Defense Travel System. They must ensure the LOAs are Properly named and in the correct format. More details of the FDTAs responsibilities and duties can be found in the Defense Travel System Finance Guide maintained by the PMO-DTS.

#### ***A4.3.9 Local Registration Authority***

The Local Registration Authority assigns distinct names for each traveler in his or her organization(s) to be registered in the public key infrastructure that supports digital signature certificates. The Registration Authority, as defined by DISA, will be responsible for approving Local Registration Authorities. The Local Registration Authority will:

- a. Utilize the procedures developed by DISA for issuance and storage of digital signature diskettes
- b. Create one-time passwords and unique user IDs for system users from information provided by the Registration Authority.

#### ***A4.3.10 Primary Site POC***

The primary site POC has overall responsibility and accountability for all site-related requirements that are necessary to successfully field the system at his/her site. The POC will see that activities necessary to achieve the objective are resolved, including all site-related technical, administrative, and/or operational problems and conflicts. The Services and Agencies will have the responsibility of identifying site POCs.

The Site Leadership will:

- a. Assign a knowledgeable POC who will act as a liaison between the deployment team and the activity for all planning, arrivals, access, and completion of checklists required for the site fielding. This individual also must be actively involved in the fielding process and serve as the resident POC for follow-up actions after completion of the fielding and departure of the PMO-DTS/TRW Fielding Team. This individual would correspond regularly with a member of the PMO-DTS/TRW Fielding Team. It is recommend that the site select an individual with at least a one-year retention in the organization upon completion of the fielding.
- b. Coordinate with each tenant organization or subordinate unit to:
  - 1) Identify a POC for managing site fielding requirements.
  - 2) Provide administrative information to the site POC.
- c. Coordinate with the PMO-DTS/TRW Fielding team and Service/Agency Representative to prepare a site fielding event schedule to minimize any adverse affects on the site's daily operations.
- d. Arrange adequate accommodations at the installation site for work groups, briefings, and discussions. For primary sites, the POC will also secure a work area for the PMO-DTS/TRW Fielding Team and arrange for the necessary equipment to support large meetings, training and briefings for senior staff. The work area should be large enough to support as many as six personnel from PMO-DTS/TRW Fielding Team for as long as two weeks. Typical equipment requests for meetings or briefings might include such items as an overhead projector, a flip chart, and access to a copy machine and a telephone with speakerphone capability.
- e. Provide local assessment of information technology capability.

#### ***A4.3.11 Quality Assurance Evaluator***

The Quality Assurance Evaluator (QAE) will be a qualified individual selected by the local command, activity, or site to monitor, evaluate, and accept CTO contract services. This person will provide technical and managerial oversight. In addition this person will possess technical knowledge and experience sufficient to enable him/her to observe contractor performance as well as make the determination whether the service does or does not meet contract standards. This representative will manage contractual issues related to the fielding of the Defense Travel System at the local site, including the transitional activities required to successfully migrate from the current commercial travel service provider to the new provider by the site system startup.

#### ***A4.3.12 Site Fielding Team Members***

Each Service or Agency will have its own site fielding team as a complement to the PMO-DTS/TRW Fielding Team. Some teams will be centrally managed from headquarters level, while others may be primarily local. Various functional representatives will participate in the site fielding process. Members of this team include the DTA, FDTA, LRA, POC, and QAE. Other team members may be added as necessary to include: transportation, personnel, finance, administrative, and command, control,

communications, computers, and intelligence. It is imperative that the personnel assigned to this team are dedicated full time throughout the deployment period. The absolute success of the DTS fielding relies on the preparation for the fielding as well as support during the fielding.

#### ***A4.3.13 Transportation Officer/Passenger Travel Specialist***

The TO or passenger travel specialist will provide efficient, responsive, and quality transportation services within the assigned geographic area of responsibility and will ensure compliance with governing laws, directives, and regulations. The TO will provide technical direction, management, and evaluation of the traffic management aspect of the DoD passenger transportation movement program within the assigned geographic area of responsibility.

#### ***A4.3.14 Traveler***

The traveler will:

- a. Learn to use the system to perform basic tasks and functions so that they may:
  - 1) Initiate a travel request
  - 2) Submit proposed arrangements for AO
  - 3) Digitally sign travel claims
- b. Use computer-based training resources to enhance functional knowledge
- c. Obtain and safeguard his/her digital signature diskette
- d. Enter the purpose, arrangement information, and justification for any exceptions to policy for each trip
- e. Maintain preferences, such as seating and local airport preferences, in their traveler profile.
- f. Ensure accuracy of personal data, to include mileage between residence and airport, email address, bank checking/routing numbers, government charge card account number, etc.



## **Appendix 5: References:**

<b>Title</b>	<b>Location</b>	<b>Effective Date</b>
Acronyms and Definitions:	<a href="http://www.dtic.mil/travelink/acrodef.html">http://www.dtic.mil/travelink/acrodef.html</a>	1 June 2001
DTS Finance Guide	To be posted.	
Help Desk Operation Ver 2.0	To be posted.	
DTS Concept of Operations	To be posted.	
DTS Training Concept of Operation	To be posted	
Configuration Management Plan	To be posted	
PMO Initial Site Level Guidance to Assist Services/ Agencies with Communication/ Network Assessment		
CAC Fielding Schedule	<a href="http://www.afpc.randolph.af.mil/deers/">http://www.afpc.randolph.af.mil/deers/</a>	15 April 2002
DADS Testing/Readiness Schedule	To be posted	
DTS Site Fielding Guide	To be posted	
Pilot Site Fielding Schedule	To be posted	
TRW DTS Web Site	<a href="http://www.defensetravel.com/">http://www.defensetravel.com/</a>	
PMO-DTS Web Site	<a href="http://www.dtic.mil/travelink">http://www.dtic.mil/travelink</a>	
DTS Security Policy	To be posted	
DTS System Security Concept of Operations Version 2.0	To be posted	
User's Guide For Security	TRW Document on File in DTS Office	October 30, 1998
DTS CUI Defense Travel Administration Guide Ver 2.1	TRW Document on File in DTS Office	August 31, 2000

**Appendix 6: Business Process Analysis Worksheets**

**DEFENSE TRAVEL SYSTEM  
BUSINESS PROCESS ANALYSIS WORKSHEET**

Site Name: \_\_\_\_\_ Site Business Process Analysis POC: \_\_\_\_\_ Date: \_\_\_\_\_  
POC Phone Number: \_\_\_\_\_

The site POC should provide this worksheet to each Subject Matter Expert (SME) as identified below. Each SME should fill in the appropriate information in each of the columns related to how local business processes are conducted. This information must be compiled for the business process analysis meeting scheduled during the first month of the DTS on-site fielding activities. The Site POC should also provide SME's with a copy of the Defense Travel System Business Rules Guide to serve as a guide in completing the worksheet. To facilitate completion of the worksheet, both documents should be provided to SMEs electronically. Direct questions to [pmodits@osd.pentagon.mil](mailto:pmodits@osd.pentagon.mil) or 703-607-1498, DSN 327-1498.

**Legend:** TO = Transportation Officer PER = Personnel Officer FSO = Financial Services Officer CTO = Commercial Travel Office

REF. NO.	SME	PROCESS FOR:	DESCRIBE HOW THIS IS DONE	IDENTIFY WHEN THIS IS DONE	IDENTIFY WHO IS RESPONSIBLE	COMMENTS
1	PER/CTO /TO	After Hours Short Notice or Verbal Orders of the Commanding Officer (VOCO)				
2	FSO	Blanket Orders				
3	TO/CTO	Bus Travel				
4	CTO/TO	Cancellation Penalties and Fees				
5	TO/CTO	Confirmation and cancellation numbers				
6	FSO	Coordination With Local Union				
7	CTO	CTO Emergency Procedures				
8	PER	Emergency Leave				
9	TO/CTO	Enroute Traveler Assistance				

## Appendix 6: Business Process Analysis Worksheets

REF. NO.	SME	PROCESS FOR:	DESCRIBE HOW THIS IS DONE	IDENTIFY WHEN THIS IS DONE	IDENTIFY WHO IS RESPONSIBLE	COMMENTS
10	FSO	Debt Management				
11	FSO	Excess Baggage				
12	TO/CTO	Foreign Flag Carriers				
13	PER	Formal Schools				
14	TO	General Flight Policies				
15	?	Government Lodging (i.e., billeting, government negotiated or contracted establishments)				
16	TO/CTO	Group Travel				
17	FSO/PER	House Hunting				
18	TO/CTO	Human Remains				
19	PER/TO	Invitational Travel Orders (ITO)				
20	FSO/PER	Leisure In Conjunction With Official Travel (LICWO) / Excess Travel Time				
21	CTO/TO	Low Cost Fares				
22	CTO/TO	Multiple Ticket Numbers				
23	PER	NATO Orders and Foreign Clearance Guide Requirements				
24	FSO	Non-appropriated Fund Non-Appropriated Fund Instrumentalities (NAFI) Personnel Travel				

**Appendix 6: Business Process Analysis Worksheets**

REF. NO.	SME	PROCESS FOR:	DESCRIBE HOW THIS IS DONE	IDENTIFY WHEN THIS IS DONE	IDENTIFY WHO IS RESPONSIBLE	COMMENTS
25	FSO	Open Allotment Travel				
26	TO/PER	Patriot Express Permanent Change of Station (PCS) Travel				
27	TO	Patriot Express Temporary Duty (TDY) Travel				
28	FSO/TO	Payment for Patriot Express				
29	FSO	Payment of CBA				
30	FSO	Payment for GTR				
31	FSO	Payment for IBA				
32	FSO	Payment for PCS Dependent Accompanied				
33	FSO	Payment for PCS Dependent Unaccompanied				
34	FSO	Payment for PCS Member				
35	PER	Permanent Change of Station (PCS) to include Dependent Travel (Accompanied & Unaccompanied) and Medical Evacuation (MEDIVAC)				
36	FSO	Permissive TDY				
37	TO/CTO	Premium and First Class Travel				
38	PER	Prisoner Transport				
39	CTO	Rail Travel				
40	FSO	Reimbursable Orders				
41	CTO	Rental Vehicles				

## **Appendix 6: Business Process Analysis Worksheets**

<b>REF. NO.</b>	<b>SME</b>	<b>PROCESS FOR:</b>	<b>DESCRIBE HOW THIS IS DONE</b>	<b>IDENTIFY WHEN THIS IS DONE</b>	<b>IDENTIFY WHO IS RESPONSIBLE</b>	<b>COMMENTS</b>
42	PER/TO	Short Notice or Verbal Orders of the Commanding Officer (VOCO)				
43	FSO	Support for Government Contractors				
44	CTO	Surge in Travel				
45	CTO	Ticket Delivery				
46	CTO	Ticketing				
47	PER	Travel of Reserve Component Members				
48	FSO	Travelers without a Government Charge Card				
50	CTO/TO	Unused Tickets				
51		Other Requirement PMO-DTS needs to be aware of				
52		Other Requirement PMO-DTS needs to be aware of				
53		Other Requirement PMO-DTS needs to be aware of				
54		Other Requirement PMO-DTS needs to be aware of				